Military Police Complaints Commission of Canada

2016–17

Report on Plans and Priorities

The Honourable Harjit S. Sajjan
Minister of National Defence

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Chairperson's Message

I am pleased to present the 2016-17 Report on Plans and Priorities for the Military Police Complaints Commission of Canada (MPCC).

In the coming fiscal year, we will continue to monitor and investigate complaints with the aim to fully achieve our priorities and improve efficiencies. In November 2015 I called a Public Interest Investigation into an anonymous complaint relating to the alleged mistreatment by Military Police members of detainees held at the Canadian base in Kandahar in 2010-2011. Further, the MPCC will complete the last phases of a multi-jurisdictional case and manage the demands of a growing caseload, and do so in a capable, transparent manner.

The MPCC has enhanced its Outreach program over the past year and intends to further strengthen our commitment to stakeholder engagement with outreach visits to Canadian Armed Forces Bases across Canada, as well as increased participation in courses at the Canadian Forces Military Police Academy.

We will continue to work collaboratively with the Canadian Forces Military Police Group and the Canadian Forces Provost Marshal (CFPM) to discuss issues of mutual interest, particularly through the MPCC-CFPM Working Group which was established in the last fiscal year. We also look forward to the full implementation of the decision to provide the MPCC with a full set of Military Police Orders.

In line with the work already begun to make the Government of Canada more open and transparent, we will make MPCC information more accessible, making it easier for Canadians to access information on the MPCC's business as well as to communicate with the MPCC through online tools including an online Complaint Form. Our commitment to the MPCC's mandate to ensure the highest standards of conduct of the Military Police through independent civilian oversight remains as strong as ever and will be fulfilled through our commitment to ensuring operational and administrative excellence.

Hilary C. McCormack, LL.B.
Chairperson

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Harjit S. Sajjan, Minister of National Defence

Institutional Head: Hilary C. McCormack, Chairperson

Ministerial Portfolio: Defence Portfolio

Enabling Instrument(s): *National Defence Act*[i], Part IV

Year of Incorporation / Commencement: 1998

For more information, please visit the MPCC's website[ii].

Organizational Context

Raison d'être

On behalf of all Canadians, the Military Police Complaints Commission of Canada (MPCC) exists to provide greater public accountability by the Military Police (MP) and the chain of command in relation to Military Police activities. The MPCC derives its mandate from Part IV of Canada's *National Defence Act*,[iii] (NDA).

Responsibilities

The MPCC's mandate is to:

- review and investigate complaints concerning MP conduct; and
- investigate allegations of interference in MP investigations.

The MPCC's mission is to promote and ensure the highest standards of conduct of MP in the performance of policing duties and to discourage interference in any MP investigation.

The MPCC fulfils its mandate and mission by exercising the following responsibilities:

- monitoring investigations by the Canadian Forces Provost Marshal[iv] (CFPM) of MP conduct complaints[v];
- reviewing the disposition of those complaints at the request of the complainant;
- investigating interference complaints[vi]; and
- conducting public interest investigations and hearings[vii].

In fulfilling its independent civilian oversight responsibilities, the MPCC has a crucially important working relationship with the CFPM and the Deputy Commander, Canadian Forces Military Police Group/Professional Standards[viii] (DComd CF MP Gp/PS). On April 1, 2011, the CFPM assumed full command of all MP members who are directly involved in policing. The CFPM also assigns MP elements to other supported commanders under operational command.

The DComd CF MP Gp/PS manages public complaint and internal MP conduct investigations and ensures adherence to the *Military Police Professional Code of Conduct*[ix].

Fostering a mutually respectful working relationship between the MPCC, the CFPM and DComd CF MP Gp/PS facilitates the conduct of complaint investigations and the likelihood that recommendations will be accepted and implemented.

For more information on the MPCC, please visit the MPCC's About Us[x] web page.

Strategic Outcome(s) and Program Alignment Architecture

1. **Strategic Outcome:** The Military Police Complaints Commission of Canada (MPCC) ensures the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.

    1.1. Complaints Resolution

    Internal Services

Organizational Priorities

Priority: Improving the effectiveness and efficiency of the complaints resolution process.

Description

Improving the effectiveness and efficiency of the complaints resolution process is fundamental to achieving the MPCC's Strategic Outcome. The MPCC has no control over the complaints received or the resulting volume, complexity and size of the investigations. As a result, the MPCC will continue to refine the planning and conduct of its investigations. Timely, well-completed investigations will result, where investigations are required. Providing online services to Canadians allows the MPCC to be more accessible to potential complainants as well as to provide a superior level of service.

Priority Type[1]

Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
•Refining the planning and conduct of investigations.	April 2016	Ongoing	Complaints Resolution
•Continued and effective collaboration by working with the Chief of the Defence Staff (CDS), the CFPM, the DComd CF MP Gp/PS and other senior MP staff, partners and stakeholders to foster an environment that supports the	April 2016	Ongoing	

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

acceptance and implementation of MPCC recommendations. •Offer web-based complaint form.	April 2016	March 2017	

Priority: Increase outreach, public education and engagement efforts

Description

The outreach program is key to building relationships with the Military Police, the community they serve, the Canadian Armed Forces at large and other stakeholders. Outreach allows stakeholders to gain a further appreciation of how the MPCC operates and allows the MPCC to further expand its knowledge of the many challenges faced by the MP.

Priority Type[2]

Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
•Continue its Outreach program at CAF bases.	April 2016	Ongoing	Complaints Resolution
•Continue and enhance its presentations and workshops at the MP Academy with increased participation in MP courses.	April 2016	Ongoing	
•Participate at legal and police oversight conferences and training.	April 2016	Ongoing	

Priority: Invest in our people

Description

The MPCC recognizes that it is through the efforts of its workforce that the MPCC's objectives are met. As such, the importance of supporting its staff by providing regular feedback and training opportunities is valued. The MPCC's support of personal development allows staff to reach their full potential and in turn become valuable assets to the organization.

Priority Type[3]

2. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.
3. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report;

Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
•Offer appropriate training to all employees.	April 2016	Ongoing	Complaints Resolution Internal Services
•Continue to have regular all-staff, Operational and corporate services meetings.	April 2016	Ongoing	
•Continue to hold team building exercises and celebrate employee milestones to foster a shared sense of ownership in the work of the organization.	April 2016	Ongoing	
•To develop and implement Talent Management plans as required.	April 2016	Ongoing	

For more information on organizational priorities, see the Minister's mandate letter on the Prime Minister of Canada's website.[xi]

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Operational Demands	•The MPCC will follow its critical path in resolving complaints. •The MPCC will remain open to improvements and refinements of its critical path to accommodate unique circumstances. •The MPCC will examine case management, administrative and other options such as procedural efficiencies and technology applications optimization of available resources. •The MPCC will enhance its recordkeeping practices to better support data collection and	Complaints Resolution Internal Services

and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

	planning. •The MPCC will offer a web-based complaint form to allow the MPCC to be more accessible to potential complainants as well as to provide improved services to the public.	
Human Resources	•The MPCC's Integrated Business and Human Resource Framework – Plans and Strategies will be updated to align with the Common Human Resource Business Plan (CHRBP). •The MPCC will implement the *New Direction in Staffing* by updating its HR departmental policies and delegation instrument to reflect the new framework. •The MPCC will continue to explore other opportunities to even further strengthen its management of human resources and reinforce a positive and productive environment. •The MPCC will continue to stress effective human resource planning to help ensure that knowledge is retained through activities such as knowledge transfer, employee learning plans, and talent management plans.	Complaints Resolution Internal Services

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
4,685,311	4,685,311	4,685,311	4,685,311

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
30	30	30

Budgetary Planning Summary for Strategic Outcome(s) and Program(s) (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome 1: The Military Police Complaints Commission of Canada (MPCC) ensures the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.							
Complaints Resolution	3,304,538	2,754,359	2,349,003	2,354,280	2,354,280	2,354,280	2,354,280
Strategic Outcome 1 Subtotal	3,304,538	2,754,359	2,349,003	2,354,280	2,354,280	2,354,280	2,354,280
Internal Services Subtotal	2,215,667	2,210,914	3,433,066	2,331,031	2,331,031	2,331,031	2,331,031
Total	5,520,205	4,965,273	5,782,069	4,685,311	4,685,311	4,685,311	4,685,311

Since FY 2006-07, the MPCC's ongoing budget has been approximately $3.5M.

Following the organizational and program review in FY 2012-13, it was determined that the MPCC was experiencing a funding shortfall due to a significant growth in program operations.

The MPCC requested a reference level increase. The Department of National Defence (DND) identified available funding and made a one-time transfer of $2.2M in FY 2013-14, in addition to an ongoing annual transfer of $1.2M beginning in FY 2014-15, for an ongoing budget of $4.7M.

These transfers provided funding for increasingly complex complaints, information requirements, external reporting requirements, and a growing public profile.

From FY 2013-14 to FY 2014-15, actual spending decreased from $5,520,205 to $4,965,373. Forecast spending for 2015-16 increased to $5,782,069, which includes a one-time funding of $941k for office renovations. The planned spending for FY 2016-17 through FY 2018-19 remains consistent at $4,685,311.

Alignment of Spending With the Whole-of-Government Framework

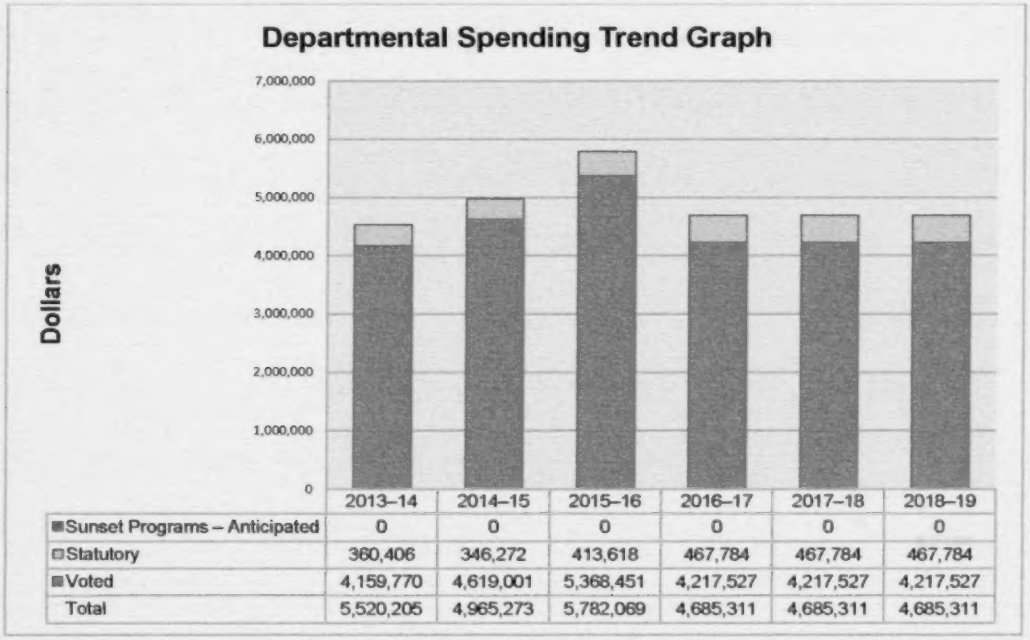
Alignment of 2016–17 Planned Spending With the Whole-of-Government Framework[xii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
The Military Police Complaints Commission of Canada (MPCC) ensures that the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.	Complaints Resolution	Social Affairs	Safe and Secure Canada	4,685,311

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	-
Social affairs	4,685,311
International affairs	-
Government affairs	-

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	360,406	346,272	413,618	467,784	467,784	467,784
Voted	4,159,770	4,619,001	5,368,451	4,217,527	4,217,527	4,217,527
Total	5,520,205	4,965,273	5,782,069	4,685,311	4,685,311	4,685,311

The above figure illustrates MPCC's actual spending for FY 2012–13 to FY 2015–16, as well as forecast and planned spending for FY 2016–17 to FY 2018–19.

Actual spending was high in FY 2013-14 due to the Fynes Public Interest Hearing and the multi-jurisdictional conduct complaint. As these files progressed, expenditure decreased, consistent with overall spending in FY 2014-15. Spending is forecast to increase significantly in FY 2015-16 as a result of renovations to the MPCC's offices that are estimated to cost $941k. Planned funding is expected to return to normal levels from FY 2016-17 onward.

Estimates by Vote

For information on the MPCC's organizational appropriations, consult the 2016–17 Main Estimates.[xiii]

Section II: Analysis of Program(s) by Strategic Outcome

Strategic Outcome:

The Military Police Complaints Commission (MPCC) ensures the Canadian Forces Military Police has the highest standard of conduct according to law and police best practices, and is free from interference in its investigations.

Program 1.1: Complaints Resolution

Description

This program aims to successfully resolve conduct complaints regarding Military Police (MP) members as well as interference complaints with MP investigations by overseeing and reviewing all complaints received. This program is necessary to help the MP to be as effective and as professional as possible in their policing duties and functions.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,354,280	2,354,280	2,354,280	2,354,280

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
11	11	11

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Recommendations resulting from investigations of conduct or interference complaints accepted by the Department of National Defence and/or the Canadian Forces	% of recommendations accepted	70%	March 31, 2017
Individual members received remedial measures and/or improvements were made to Military Police policies and practices pursuant to investigations of conduct or interference complaints	% improvements made	70%	March 31, 2017

Planning Highlights

To achieve the expected results of the Complaints Resolution Program, the MPCC will continue to complete its investigations in accordance with the critical path developed specifically for each investigation, with refinements made as needed to reflect the complexities, demands and specifications of particular cases.

While setting appropriate performance targets remains a challenge due to uniquely different types of investigation cases, the MPCC will continue to ensure performance targets accurately reflect the changing scope, size and complexity of the investigations it undertakes.

The MPCC will continue to review the complaints resolution process to identify opportunities for cost savings through the identification and optimization of operational efficiencies. Outsourcing of investigative services and expanding the roster of investigators will enable the MPCC to better match investigator skills with requirements. Options to enhance investigative capacity will be reviewed to reinforce organizational sustainability.

The MPCC will continue its Outreach Program in efforts to increase awareness of its mandate and activities and to respond to questions and concerns about the complaints process. The MPCC will also increase its presence at training courses at the MP Academy in order for the MPCC to be introduced to MPs early in their policing career and that their knowledge is appropriately reinforced and enhanced as they advance through the command structure.

The MPCC will continue its collaborative relationship with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Group / Professional Standards (DComd CF MP Gp/PS) and other CAF / DND representatives who facilitate the conduct of investigations, receptiveness to recommendations and implementation of said recommendations. The MPCC will continue to cultivate mutually beneficial working relationships with other government departments and agencies, professional associations and intra-government affiliations to identify and achieve practical solutions to common operational and administrative issues.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,331,031	2,331,031	2,331,031	2,331,031

Human Resources (FTEs)

2016–17	2017–18	2018–19
19	19	19

Planning Highlights

The MPCC's Internal Services will continuously find innovative ways to ensure programs and services meet the operational demands of the Complaints Resolution Program and central agency requirements. In addition, the MPCC will continue to engage employees in the Blueprint 2020 Initiative through self-directed activities, online tools and facilitated activities.

The MPCC will continue to stress effective human resources planning including, developing and refining staffing strategies to ensure that any vacancies are filled as quickly as possible while meeting central agency staffing policy requirements. The MPCC will implement the *New Direction in Staffing* by updating its HR departmental policies and delegation instrument to

reflect the new framework. The MPCC will transition to Phoenix, a new Pay System, which will provide increased functionality for employees and managers.

The MPCC will publish its Open Government Implementation Plan (OGIP) on the open Canada.ca website designated by TBS as well as publish its first annual update on the OGIP. In line with year two deliverables, the MPCC will begin developing an information inventory which lists all of its information assets.

Section III: Supplementary Information

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Military Police Complaints Commission of Canada's (MPCC) operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations[xiv] and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the MPCC's website[xv].

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	4,885,765	5,140,186	254,421
Total revenues	0	0	0
Net cost of operations before government funding and transfers	4,885,765	5,140,186	254,421

Supplementary Information Tables

The supplementary information tables listed in the 2016–17 Report on Plans and Priorities are available on the MPCC's website[xvi].

- Greening Government Operations[xvii]

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[xviii] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

How to reach the Military Police Complaints Commission of Canada

- Call our information line:
  613-947-5625 or toll free at 1-800-632-0566
- Send us a fax:
  613-947-5713 or toll free at 1-877-947-5713
- Send us a letter:
  Military Police Complaints Commission of Canada
  270 Albert Street, 10th Floor
  Ottawa, ON K1P 5G8
- Visit us at the above address for a private consultation – appointments are recommended
- Send us an email:
  commission@mpcc-cppm.gc.ca
- Visit our website:
  mpcc-cppm.gc.ca[xix]
- Media inquiries:
  613-944-9349 or media@mpcc-cppm.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval

by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i *National Defence Act*, http://laws-lois.justice.gc.ca/eng/acts/N-5/

ii MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

iii *National Defence Act*, http://laws-lois.justice.gc.ca/eng/acts/N-5/

iv Canadian Forces Provost Marshal, http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page

v Conduct Complaints, http://www.mpcc-cppm.gc.ca/01/200/210-eng.aspx

vi Interference Complaints, http://www.mpcc-cppm.gc.ca/01/200/220-eng.aspx

vii Public Interest Investigations and Hearings, http://www.mpcc-cppm.gc.ca/01/200/230-eng.aspx

viii Deputy Commander Canadian Forces Military Police Group/Professional Standards, http://www.forces.gc.ca/en/caf-community-support-services-military-police/index.page

ix *Military Police Professional Code of Conduct*, http://lois-laws.justice.gc.ca/eng/regulations/SOR-2000-14/

x About Us, http://www.mpcc-cppm.gc.ca/01/100/100-eng.aspx

xi Prime Minister of Canada's wbsite, http://pm.gc.ca/eng/ministerial-mandate-letters

xii Whole-of-government framework, http://www.tbs-sct.gc.ca/ems-sgd/wgf-ipp-eng.asp

xiii 2016–17 Main Estimates, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp

xiv

xv Future-Oriented Statement of Operations http://www.mpcc-cppm.gc.ca/info/pubs/ffs-efp/FfsEfp1617-eng.aspx

xvi

xvii MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

xviii MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx

xix Greening Government Operations http://www.mpcc-cppm.gc.ca/info/pubs/rpp/rpp1617sup-eng.aspx Tax Expenditures and Evaluations publication, http://www.fin.gc.ca/purl/taxexp-eng.asp

MPCC's website, http://www.mpcc-cppm.gc.ca/index-eng.aspx